

Facilities Management Project Request Process

**Creating a system that
would help departments
deliver their facility
requirements and needs
while being responsive to
Clackamas County
Facilities Management for
annual budget period.**

2012-13 Clackamas County LEADERSHIP ACADEMY

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PROJECT REPORT

October 2013



FACILITY MANAGEMENT PROJECT REQUEST PROCESS

for Clackamas County Facilities Maintenance

LEADERSHIP ACADEMY TEAM PROJECT

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FACILITIES MANAGEMENT PROJECT REQUEST PROCESS

Prepared by: Lee Eby, Tami Little, Joseph Marek, & Bates Russell

1.0 EXECUTIVE SUMMARY:

Clackamas County Facilities Management (CCFM) is responsible for the management, maintenance and construction of owned, leased and donated structures and properties housing County departments. This portfolio includes 136 buildings encompassing over 1.2 million square feet of space. As CCFM prepares its budget each year, a key component is capital projects which include any changes to buildings and/or space with a cost over \$1,000. Amounts over \$5,000 must be itemized in the prepared budget. Under current practice departments submit their capital requests to CCFM as part of their own budget process, during a budget amendment process or when the need arises. Given that CCFM is under the same guidelines and timeframe to develop its budget as other departments, the late and seemingly random requests for projects creates challenges for CCFM's own budget planning process as well as challenges for County Administration to oversee the County's nearly \$800 million budget.

Without capital requests being added in a timely manner to CCFM's budget, the insertion and deletion of projects results in budgetary shuffling, search for unexpected resources or changes in staffing levels with little forewarning. Examples of these issues include added and deleted projects, budget impacts and changes to project staffing and resource allocation. This high level of uncertainty plus trying to adjust staffing and contractor levels to build approved projects all contribute to additional costs and delays for projects.

While all parties have tried to work with the current process, it currently can be a source of frustration for all participants and is not cost effective. Time and budget are key issues when dealing with projects that are suddenly presented to CCFM for completion.

In order to improve the process, this proposal includes two changes. The first change is in the budget process where all County departments will plan their facilities capital needs in advance of the budget season so that CCFM can better plan based on department needs, project timelines and personnel. Inclusion of all CCFM capital projects during the normal budget process provides a more comprehensive vision to County Administration and other interested parties and help to provide a more uniform and clear budget. Project requests would be submitted to CCFM by departments no later than October 15th.

To support this process, the second change, a new framework, would be implemented that, as part of the annual budget process, would help departments deliver their facilities requirements and needs in advance to CCFM. Facilities could then create a wholly conceived annual facilities plan for the budget period. This new process will be called the **FM-Go** process.

2.0 INTRODUCTION

Clackamas County's Facilities Management (CCFM) building portfolio is immense spanning across the geographical layout of Clackamas County encompassing 1,879 square miles and a

population of over 380,000 people. CCFM provides maintenance, construction, and management services to owned, leased and donated facilities housing County departments or programs. County operations currently occupy over 1.2 million square feet in 136 buildings.

Services provided by Facilities Management include general maintenance; janitorial and landscapes services; maintenance and repair of heating, ventilating, and air conditioning (HVAC); plumbing, electrical, lighting and painting; fire/safety/code compliance, testing, and monitoring; construction and remodeling; budgetary and project management; utilities management; and leasing of facilities. Staff conducts tests and analyses on a routine and special requirement basis for the safety and comfort of the general public and employees and to ensure compliance with codes and legal standards. These tests and analyses include fire/life safety; indoor air quality; water quality; and Americans with Disabilities Act (ADA). Other tests and studies are conducted on lighting standards, HVAC standards, watering standards, and aiding with recycling programs to help meet the goals of the County of improving sustainability.

Budget preparation for CCFM is complicated given the expansive portfolio and one critical area is capital construction projects including the construction of new buildings and the renewal, modernization, and maintenance of existing facilities. These buildings are critical to the mission of the County. **Table 1** provides a summary of buildings and other land-based assets and illustrates the complexity of County owned leased and donated buildings.

To accomplish this critical area of operation CCFM must be able to forecast its work and determine the resources required to accomplish this mission. Capital projects include any work over \$1,000 and work over \$5,000 must be itemized within the CCFM annual budget. For all facilities, CCFM must:

1. Determine operating and maintenance requirements;
 2. Forecast material and personnel needs;
 3. Organize and direct program resources;
- Evaluate program effectiveness through inspections, budget controls, and management improvement studies

Buildings	Number	Square Feet
Owned	106	1,160,343
Leased	19	86,524
Donated	11	10,882
Total	136	1,257,749
Acres	5435	
Parks/Landscaping Sites	30.00	
Completed Project	AVG. 90/YR	

Table 1: Summary of Clackamas County Buildings and Properties

This forecasting is based on a firm foundation of timely information and about the necessary work needed. During past fiscal years projects have been approved through the normal budget process but also throughout the year. CCFM, like all departments, operates on an annual budget cycle, so new projects being added outside of the regular planning cycle create challenges for CCFM to prepare and track their budget.

During a typical year, CCFM completes nearly 100 projects ranging in cost from \$1,000 to over \$2 million. With many seasonal scheduling conflicts and numerous summer maintenance activities, it is essential that departments involve CCFM as a critical part of their project planning early in their process, even when a project is part of a grant application with the outcome not yet known. While CCFM makes every effort to schedule work in order to meet departmental scheduling needs, there may be circumstances that don't allow departmental time-line expectations to be met.

Figure 1 shows the typical overall project process from conception through construction assuming a project is completed along a consistent and steady schedule. Of course, the schedule length will vary depending on the complexity of the project. There are many different elements to each project and reliance upon few budgetary changes allow CCFM to better plan resource needs as well as coordinating resources between different projects in order to maximize use of employees and resources, but to also complete projects as fast as possible. Constant changes to projects and deadlines for completion create challenges to efficiently complete the work, ultimately costing more time and money.



Figure 1: CCFM Capital Project Cycle

3.0 PROPOSED BUDGET PROCESS CHANGE

The team researched the current budget and project development process and discussed the challenges and opportunities with a variety of stakeholders most affected by this process. After this discussion and brainstorming, it appeared that two components could be changed to improve overall results related to both budget and capital project challenges.

The first change was one related to the budget process with the concept being that departments would begin to think about space needs sooner in the budget year. Since CCFM follows the same budget process as all departments, like all departments, they need their information in hand by about mid-October so they can assemble their own budget, resource needs and determine allocated costs.

In order to support this concept of a budget process change, stakeholders suggested a more collaborative, or team based approach, to examining department needs with respect to space starting early in the summer prior to the budget cycle. Through a team-based approach between each department and CCFM, an improved process and results could be realized. The team suggested it be called a “Facilities Management Project Request Process” or **FM-Go** for short.

The purpose of the **FM-Go!** process is to provide the best stewardship of the County facilities and an improved process for County departments and CCFM to collaborate on tenant needs while working in a more timely manner within the overall budget process. It serves as both a communication and working tool that aids in the planning, designing, and construction of new buildings and renovations. In addition, the stronger coordination will help with planning and scheduling of resources for CCFM. Use of the **FM-Go** process will help to ensure that projects are aligned with the County mission and stay on track with approved goals, budgets, and schedules.

The **FM-Go** submission process is also designed to facilitate an understanding of the project process for both internal and external stakeholders and will serve as a tool that:

- Provides updated information to the Board of County Commissioners, CCFM and departments and other entities of the community who have a stake in the project delivery process.
- Creates a more stable CCFM capital projects list helping to allow for more precise hiring and scheduling of resources such as contractors and materials in order to deliver project more efficiently and timely.
- Improves the process for collaboration and coordination between CCFM and departments involved in the various phases of project delivery, guiding them through those phases, and helping them to better understand how their roles contribute to the overall process.

As the projects are more precisely scoped, they can be delivered with lower risk to the County and better quality facilities delivered to the citizens of Clackamas County. Utilizing the **FM-Go** process for capital projects will improve the scoping and costing process and allow for more timely review and approval by County Administration.

4.0 RECOMMENDATION

Based on the feedback from the project team, sponsors and stakeholders, the following is recommended:

1. Amend the County budget process be to require departments within the County to submit facilities projects to Facilities Management between October 1st and November 15th of each year prior to official presentation of proposed budget to the budget committee.
2. Create a process called “**FM-Go**” which would serve as the implementing element of the budget process change creating a CCFM/department interaction process and incorporate the existing CCFM Facilities Request Number (**FRN**) form.

The objectives of these recommendations are to create a process to assure that projects proposed by departments are provided to CCFM in a timely manner in order to be included in the annual budget approved by the BCC. Adding this process will build on the CCFM’s high design competence, creativity, and cohesion with the existing environments and county vision while being fiscally responsible to the taxpayers.



Figure 2: Current Budget Process for Capital Projects

In order to realize this objective, a Facility Request Number (FRN) form for specific projects will be used to review and evaluate all major (\$5,000 or over) facility capital projects. Using a collaborative approach to projects CCFM proposes to work more closely with County departments in assessment of space needs including staff and space changes, possible grants requiring space changes or County services added or removed. Working with departments throughout the budget year, CCFM can work with departments to:

1. Review of data prepared for the **FM-Go** process.
2. Discuss this information with project designers and/or division representatives.
3. Evaluate the presented design data orally and in writing in a useful and in a constructive manner.

4. Create a scope and cost summary and obtain department approval of estimates for inclusion of CCFM budget for presentation to County Administration and final presentation and the BCC.

The **FM-Go** process would occur during the budget year consultations and end in by October 15th as illustrated in Figure 3. At the outset of the review process, each division director will submit a facility project request form that is slated to be submitted for approval in the next budget year process.



Figure 3: Proposed "FM-Go" Budget Process

The submission packet will include procedural instructions, guidelines, tentative schedules, and other organizational information to better assist in the collaborative effort between CCFM and the project requester. All proposed capital project requests will be finalized with agreed upon budget estimates and submitted to CCFM by the October 15th deadline each year. Following the submittal, CCFM will compile the project request lists and develop their budget for County Administration review and review by the Budget Committee, County Administrator and BCC. Failure to adhere to this timeline may result in projects being rescheduled to the following fiscal year.

Given that unanticipated projects do arise within the budget year, there could be an opportunity to review projects mid-year for possible inclusion into the budget and the construction schedule. Such occurrences would best be dealt with on an as-needed basis and in close coordination with CCFM and County Administration.


Division directors and/or representatives will work with CCFM to assemble the review and reference materials for each level of review. In addition, division directors and/or representatives are responsible for coordinating the transmittal of these documents to facilities management for inclusion in the yearly budget process. CCFM will work closely with each department to provide estimation of necessary budgetary costs for construction. Facilities Management will review each submission with the requesting department and create a

planning document for implementation of the project as presented. These plans and submissions would be consolidated into a complete facility plan for the upcoming budget year and be presented to the Budget Committee as part of the facilities budget presentation.

Presentation: CCFM and/or division representatives will present the project(s) and facility master plan for the coming fiscal year to the Budget Committee during the normal County budget process, at which time the project can be further evaluated.

5.0 THE FACILITY PROJECT REQUEST FORM (FRN) AND THE FM-Go PROCESS

The Facility Project Request Form (referred to as the **FRN**—Facility Request Number) is the principle document for capital projects and is illustrated in **Figure 4** and is a fundamental element of the **FM-Go** process. The purpose of the **FRN** is to provide information about a proposed capital project to CCFM so that the project can be properly scoped and accurate cost estimates assigned.



FACILITIES MANAGEMENT
PROJECT REQUEST

Prior to submitting this form, please submit a Work Request in MPulse for project estimating. Please complete upper half and email to Facilities Management at [email](#).

Date _____ For Fiscal Year _____

Building _____ Department _____

Project Name _____

Description of Work to be Done

Department _____ Phone # _____

Point of Contact _____

For Facilities Management Use Only Below This Line: Request # _____ FRN _____

Is this a Capital Improvement or Maintenance Request	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Original Work Order Number for FRN <small>(Note: WO are good for only one fiscal year)</small>	
Year 2 Replacement Work Order Number for FRN	
Year 3 Replacement Work Order Number for FRN	

Responsible Person	Participant	Coordinator	Tasks and Duties Being Requested
<input type="checkbox"/>	<input type="checkbox"/>	Administration	
<input type="checkbox"/>	<input type="checkbox"/>	Construction	
<input type="checkbox"/>	<input type="checkbox"/>	Building Systems	
<input type="checkbox"/>	<input type="checkbox"/>	Electricians	
<input type="checkbox"/>	<input type="checkbox"/>	Facilities Maintenance	
<input type="checkbox"/>	<input type="checkbox"/>	Facilities Services	
<input type="checkbox"/>	<input type="checkbox"/>	Facilities Security	
<input type="checkbox"/>	<input type="checkbox"/>	Office of Sustainability	
<input type="checkbox"/>	<input type="checkbox"/>	Technology Service	
<input type="checkbox"/>	<input type="checkbox"/>	Telecom Services	

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Figure 4: Facilities Management Project Request Form

In general, a representative from the requesting department will prepare **FRN's** to provide a description of the work to be completed. The Project Manager places his or her name on the front page of the **FRN**, and is the person responsible for the overall execution of the project. **FRNs** are submitted to Facilities Management directly, and once refined, will be entered into the Facilities Management plan for the next fiscal year. The more detailed process for the **FRN** is illustrated in **Figure 5**.

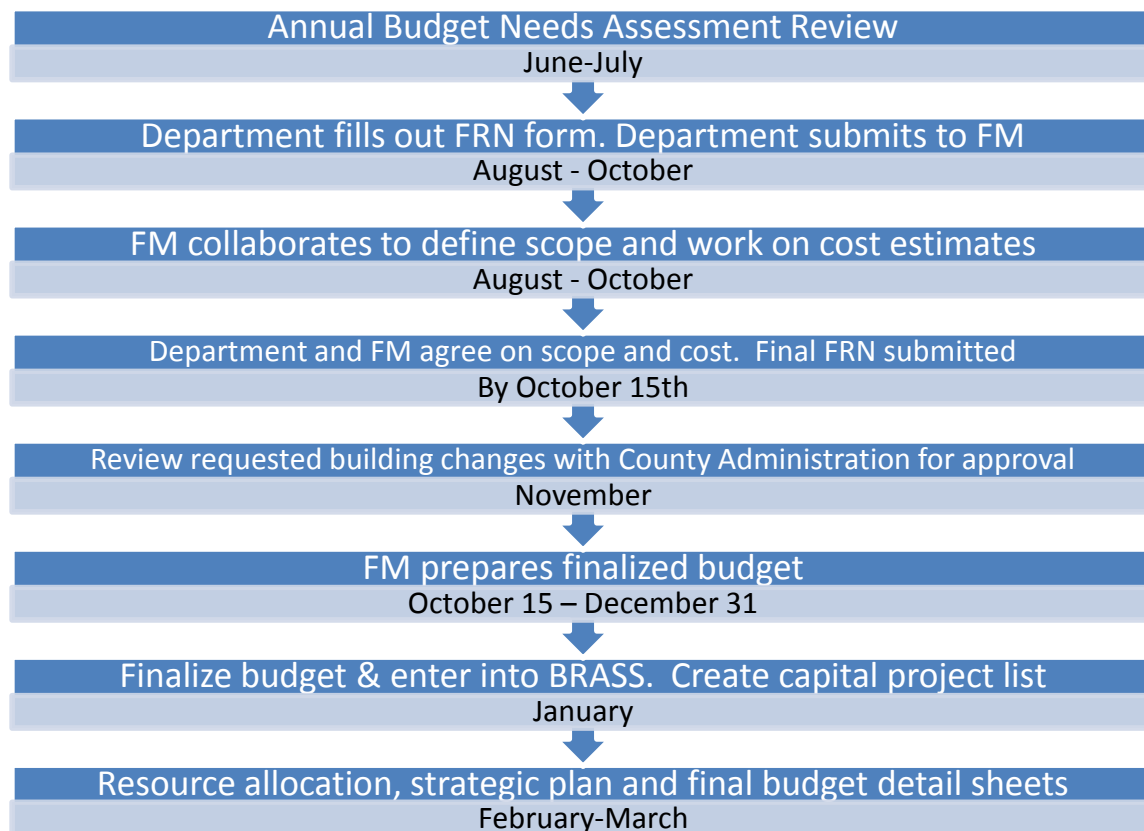


Figure 5: Proposed "FM-Go" process in detail

Figure 5 illustrates the steps in moving a capital project forward through **FM-Go** process using the **FRN** form following a collaborative process that results in County Administration approval and inclusion in the finalized budget that gets adopted by the Budget Committee and Board of County Commissioners.

The **FRN** form lists specific directions for the creation of the project request as well as details on what should be included in the submission. Department representatives are encouraged to become familiar with the schedules for Facilities Management (For the most recent project approval calendar and the schedules for Facilities please refer to the FM intranet website for schedules, timeframes and up-to-date projects). Department representatives for State-funded and Contract projects should consult with Facilities Management to coordinate with their schedule due dates for submittal. If a department has a potential project, such as one

that could come about as the result of a grant award, they are encouraged to proceed as if the grant has been awarded. By taking this preemptive step, their proposed project can be included in the CCFM plan. If the grant or other revenues are not received, then the project can be removed from the plan.

5.1 FRN Form Details

Examples of these types of projects range from modifications to subdivide a space to renovating an entire office suite to support new/changed programs or equipment on projects costing more than \$5,000.

Submission of FRN

The CCFM services that are provided related to a County project are initiated by submitting an **FRN** and may include:

1. Written detailed scope of work;
2. Graphic layout/plan of the construction work;
3. Preliminary budget (ballpark estimate) to assist with making the decision to proceed (no fee charged, budget will be provided as a range);
4. Detailed cost estimate;
5. Proposed schedule (duration in number of days/weeks/months) for the project;
6. Authorization of funding ;
7. Design and production of construction documents; and
8. Construction and inspection services.

Timeframe

For fullest consideration, these requests must be submitted between August 1st through October 15th of each year to be evaluated for construction and implementation during the next budget year. Departments are encouraged to collaborate with CCFM throughout the budget year on any facilities or capital needs.

Project Manager

A Project Manager in each division will be responsible to work with CCFM on the project from idea generation (preparation of scope of work, budget and implementation schedule working with CCFM) through design, construction and financial closeout. The Project Manager will:

1. Meet with the Facilities Management to develop scope of work and review budget and schedule;
2. Collaborate with CCFM involving County facilities and facilities actions that may affect County facilities;
3. Provide feedback on the method for implementing construction?
4. Collaborate with CCFM to obtain necessary written approvals to implement scope of work, budget and schedule;
5. Assist with preparation of the agenda item for the necessary approval authorities (e.g., County Commissioner, Budget Committee);

6. Review with CCFM requests on scope additions/changes or quality upgrades.

Facility Request Number (*FRN*) (Facility Project Request Form)

The overview of how to use the *FRN*:

A Facilities work order is created for the estimate of the work. A new work order will be created each fiscal year and the prior one closed. This way the department is charged for the work provided each year. There is a cost in creating and getting estimates.

- 1) The Facilities work order is assigned to the person who will be overseeing the project creation and possible completion. They are the “Responsible Person.” They are responsible for completing the remaining steps.
- 2) Fill in the Project Request Form with the correct information about the building, contact person, what fiscal year the work would take place, basic scope of the request, and assign the correct “Participant”(s)
- 3) A FRN folder is created on the Facilities share drive to store emails, PDFs, estimates, and other documentations
- 4) An email is sent with the filled out FRN form to everyone to make them aware of this request. The list of people to notify is:
 - a. Jeff Jorgensen – Facilities Manager
 - b. Cory Johnson – Administration
 - c. Dan Robertson – Construction
 - d. Cyndi Klaetsch – Facilities Services
 - e. Gabe Tafoya – Building System
 - f. Ralph Sanchez – Maintenance
 - g. Ralph Williams – Electrical
 - h. Joel Hale – Security
 - i. Eben Polk – Sustainability
 - j. Dave Devore – Technology Services
 - k. Les Eschweiler – Technology Services
 - l. Ron Sanders – Electronic Services
- 5) If a person is designated as a “Participant”, they will receive more information regarding meetings, changes to scope of work, and other pertinent information from the “Responsible” person.
 - a. “Participant” can be either added or subtracted as the project scope is created
 - b. If someone does not see themselves being marked as a “Participant”, they can contact the “Responsible Person” and see if they should be included

- c. A “Participant” does not mean the people listed above. Any individual can be assigned to work on the project. It is the responsibility of the person in the list above to forward the information on to the correct person and notify the “Responsible Person”.
- 6) Once a project scope and estimate has been created it is then up to the department paying for the approval to proceed with the project.
 - a. If it is approved, then it will be assigned an Facilities Project Number (FPN)
 - b. If it is not approved, then the FRN Folder is placed in a cancelled area on the Facilities’ shared drive

5.2 Project Plans

Department representatives are encouraged to write a Project Plan in cooperation with CCFM for projects submitted via the FRN. The Project Plan uses the FRN template and describes the overall project purpose and scope, and an estimated schedule, and budget in greater detail. Project Plans should be combined with FRN requesting approval to begin design work, or for large projects for approval to begin planning.

5.3 Budget for a FRN

The FRN is the first phase for a project to take the next step in the budgeting phase. There are many items typically appear in Total Project Cost estimates for new construction and renovation projects. CCFM will assist in providing the majority of costing information excluding furniture/audio visual items which will be itemized through purchasing. *(see Appendix B for a list of information on typical costs appearing in a project).*

CCFM recommends two forms for generating cost estimates. One is the construction groups form used to calculate cost *(see Appendix C: Facility Management Estimate Sheet)*. The second form *(see Appendix D: Facilities Management Project Estimate Sheet)* is used in the formal project approval process.

Given the complexity of capital projects, there are several entities within the County that may have roles in capital projects that may have direct or indirect costs or changes in allocated costs:

1. Facilities Management – Administration: oversight, tracking
2. Facilities Management – Construction: physical construction
3. Facilities Management – Facilities Services: maintenance, cleaning
4. Facilities Management – Building Systems: furniture/audio-visual
5. Facilities Management – Maintenance: maintenance costs – increase/decrease
6. Electrical: electrical construction
7. Security: security needs – cameras, detectors, alarms
8. Sustainability: LEED, recycling, materials choice
9. Technology Services: computers/web
10. Telecommunications Services: phones

5.4 Construction or Modification FRNs

Departments may submit work requests for project estimates and construction modification needs. Facilities Management will provide cost estimates and proposed schedules on all project work requests. Work may be accomplished as determined by Facilities Management with in-house trades personnel and/or Contractors as deemed necessary to meet funding constraints, resource allocation needs, time constraints and other related conditions.

6 Conclusion

This project would recommend a system that, as part of the annual budget process, would help departments deliver their facilities requirements and needs in advance to Facilities Management. Facilities could then create a wholly conceived annual facilities plan for the budget period. Implementation of the project will provide accurate project timelines; control costs; improve budget accuracy; develop possible allocation reduction; align resource; strength communication among departments; and help ensure timely budget calculations.

APPENDIX A: FACILITIES PROJECT REQUEST FORM



FACILITIES MANAGEMENT

PROJECT REQUEST

Prior to submitting this form, please submit a Work Request in MPulse for project estimating. Please complete upper half and email to Facilities Management at [email](#).

Date _____ For Fiscal Year _____

Building _____ Department _____

Project Name _____

Description of Work to be Done

Department _____ Phone # _____
Point of Contact _____

For Facilities Management Use Only Below This Line: Request # FRN -

Is this a Capital Improvement or Maintenance Request	<input type="checkbox"/> Yes	<input type="checkbox"/> No
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Original Work Order Number for FRN (Note: WO are good for only one fiscal year)	
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Year 2 Replacement Work Order Number for FRN	
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Year 3 Replacement Work Order Number for FRN	
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Responsible Person	Participant	Coordinator	Tasks and Duties Being Requested
<input type="checkbox"/>	<input type="checkbox"/>	Administration	
<input type="checkbox"/>	<input type="checkbox"/>	Construction	
<input type="checkbox"/>	<input type="checkbox"/>	Building Systems	
<input type="checkbox"/>	<input type="checkbox"/>	Electricians	
<input type="checkbox"/>	<input type="checkbox"/>	Facilities Maintenance	
<input type="checkbox"/>	<input type="checkbox"/>	Facilities Services	
<input type="checkbox"/>	<input type="checkbox"/>	Facilities Security	
<input type="checkbox"/>	<input type="checkbox"/>	Office of Sustainability	
<input type="checkbox"/>	<input type="checkbox"/>	Technology Service	
<input type="checkbox"/>	<input type="checkbox"/>	Telecom Services	

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APPENDIX B: TYPICAL COST STRUCTURE FOR PROJECT DEVELOPMENT

- **Soft costs:** These costs are associated with project implementation, including consultant services, surveys, testing, printing costs, and miscellaneous reimbursable costs. The largest components of these costs are typically the architect and engineers fees and other professional consultants. Depending on the project specifics, soft costs may include land surveys, soil testing, and specialty consultants such as lab planners, wind tunnel experts, and acoustical engineers. In developing a project budget, FM relies on the knowledge base of past projects of similar size and scope to create an estimate for soft costs.
- **Construction costs:** Construction costs include labor, material, equipment, general requirements, contractor's overhead, and mark-up. Projects are typically submitted to a competitive pool of pre-qualified contractors for a lump sum bid. Construction costs also may include temporary utilities, fencing, temporary partitions, and other items required by to ensure safety and minimize occupant disruptions.
- **Other owner contracted work:** Depending on the project specifics, FM may award separate contracts for temporary relocations, demolition, abatement, and utility relocations required prior to the start of construction.
- **Furniture & equipment:** Furniture is typically not included in the general contractor's bid. Furniture is purchased through furniture dealers or direct from the manufacturer. Specialty and A/V equipment may be included in the general contractor's contract if it requires permanent connections to the building infrastructure (e.g., fume hoods). Loose equipment is purchased separately from the construction contract.
- **Moving & storage:** Moving costs for offices and labs associated with renovations, new construction, and temporary relocations are included in the project budget. In rare circumstances, project budgets will include the cost of temporary storage of furniture or equipment during renovations.
- **Permit fees:** Building permits fees and other regulatory fees are included in the project budget. The cost of regulatory fees is unknown until calculated by a specific regulatory agency at the time of permit issuance.
- **IT charges:** Information Technology charges activation fees on all projects for data/voice and new phone service per their scheduled rates.
- **Facilities Management Operations charges:** FMO charges include the costs of any time or materials spent by the FM Operations shops in conjunction with the project. These costs range from cutting keys, providing access to equipment rooms, assisting in utility shut downs, and reviewing design drawings for conformance with University standards.
- **Project management fees:** FM assesses a graduated fee to cover project management expenses and FM overhead on all projects. The fee is determined by the overall project budget size; it ranges from 2 percent for projects over \$50 million to 5 percent for projects under \$500,000.
- **Contingency:** There is no way that every risk can be fully calculated or anticipated. A contingency amount is added to a project budget as an insurance policy to cover the two types of risks: accuracy of estimating against the current market conditions and unforeseen conditions or requirements.

Examples of elements

- **Design change:** Changes in the design can be due to things such as alternate construction methods, product substitutions, unanticipated code revisions, and contractor proposed cost savings.
- **Unknown condition:** Conditions that couldn't have been identified during the design of the project, such as concealed conditions on a renovation project, sub-surface conditions, unknown hazardous materials such as lead or asbestos, and changes related to abnormal weather conditions. Changes as a result of unit prices that were included on the bid in anticipation of unknown conditions would also be included.
- **Design deficiency:** These are often items of change that are considered errors or omissions on the part of the architect or his consultants. This would include lack of coordination between various disciplines in the documents, design elements which do not comply with University standards, inadequate detail on the documents, and failure to comply with codes.
- **County request:** These changes are a result of items required in order to accommodate the operations and policies of the County and not a request by the client. This would include items caused by a change in the County's construction standards, new technology in areas such as telecommunications.

Total project contingency is tracked as a separate line item and may be used to cover budget overages in any of the separate budget object codes caused by unforeseen conditions. The project contingency is not intended to be used to fund client-requested program scope changes. These changes must be funded through separately identified funding or approved budget increases.

- **Change orders** - Cost proposals forwarded by the contractor in response to change requests are typically itemized into the following categories: unit price and unit quantity for materials, equipment, man hours, and hourly rate for labor. Once the submitted pricing is accepted, it is then approved. Multiple change requests are accumulated and combined into contract change orders.

APPENDIX C: FACILITIES MANAGEMENT ESTIMATE SHEET

FACILITIES MANAGEMENT ESTIMATE SHEET				
BUILDING				
DEPARTMENT				
PROJECT NAME				
PROJECT OR fm #				
DATE				
DE DESCRIPTION	QUANTITY	U.O.M.	COST	EXTENDED COST
Standard walls 8' and under		ln. ft.	\$ 125.00	\$ -
Tall walls over 8'		ln. ft.	\$ 150.00	\$ -
Paint		sq. ft.	\$ 3.00	\$ -
Carpet		sq. ft.	\$ 5.00	\$ -
Vinyl		sq. ft.	\$ 11.00	\$ -
Drop ceiling		sq. ft.	\$ 3.50	\$ -
Receptacles (attached to existing circuit)		each	\$ 300.00	\$ -
Additional circuit		each	\$ 1,200.00	\$ -
Switches		each	\$ 300.00	\$ -
Standard florescent fixture		each	\$ 200.00	\$ -
Reflective light fixture		each	\$ 350.00	\$ -
Door		each	\$ 1,000.00	\$ -
Door hardware		each	\$ 200.00	\$ -
Window in door		each	\$ 175.00	\$ -
Spare		each	\$ -	\$ -
Move sprinkler		each	\$ 750.00	\$ -
Add sink		each	\$ 2,500.00	\$ -
Spare		each	\$ -	\$ -
Move HVAC duct (10' and under)		each	\$ 900.00	\$ -
Additional ductwork		ln. ft.	\$ 100.00	\$ -
Lower cabinets (includes counter top)		ln. ft.	\$ 170.00	\$ -
Upper cabinets		ln. ft.	\$ 125.00	\$ -
Asbestos abatement		sq. ft.	\$ 13.00	\$ -
Facilities labor (per man hour)		per/hr	\$ 45.00	\$ -
Facilities after hours labor (per man hour)		per/hr	\$ 55.00	\$ -
Spare				
TOTAL				\$ -
Minor site review		each	\$ 600.00	\$ -
Right of way permit		each	\$ 125.00	\$ -
Building permit (2% of the construction cost)		% of value	2.00%	\$ -
Electrical permit (2% of electrical cost)		% of value	2.00%	\$ -
Plumbing permit (2% of plumbing cost)		% of value	2.00%	\$ -
Mechanical permit (2% of mechanical cost)		% of value	2.00%	\$ -
Sprinkler permit (2% of sprinkler cost)		% of value	2.00%	\$ -
SDC (site development charge 15% of total)		% of value	15.00%	\$ -
Plan review (73% of all permit cost)		% of value	73.00%	\$ -
Pedestrian and Bike Fee		% of value	1.80%	\$ -
PERMIT SUB-TOTAL				\$ -
contingency (10% of total)			\$ 0.10	\$ -
GRAND TOTAL				\$ -

Appendix D: Facilities Management Project Estimate Sheet

FACILITIES MANAGEMENT **PROJECT ESTIMATE**

Date

Project# FPN

Building:

Department:

Short Description

Type	Description	Cost \$
Estimate		\$
Estimate		
Estimate		
Estimate		
Estimate		
Contingency	10%	
Estimated Project Cost		

Estimated By | Date